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Causes and Consequences of the Culture of Fear in Hotel Businesses

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Abstract

Research on the sources of fear of employees in hotel businesses is limited. This research deals with the causes and consequences of the fear experienced by employees in hotel businesses. Interviews were conducted with the employees to determine the fears experienced by the employees and what they experienced after the fear. Purposive sampling was used in the research. The responses obtained were analyzed in line with thematic analysis. The fears experienced by the employees in hotel businesses are fear of change, not being promoted, managerial pressure, mobbing, not being included in the winter staff, not receiving regular salary, making mistakes, and gender discrimination. According to the research findings, employees feel stressed, unmotivated, nervous, frustrated, and regretful after feeling fear. According to the results, a significant portion of the employees do not accept the fear situations. From the employees' perspectives towards the business after the fear, it is seen that their attitudes towards the business become negative. This research is aimed to draw attention to the importance of fear culture in the tourism sector, especially in hotel businesses. The research has originality because it offers a different perspective to the related literature.

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INTRODUCTION

Emotions influence individuals' behaviors and psychological responses, shaping their interactions with the world around them (Ashkanasy & Dorris, 2017). Acting as both a catalyst for adaptation and a barrier to adjustment, emotions play a multifaceted role in the human experience (Bellini et al., 2022). While some emotions, such as happiness, contribute positively to well-being, others, like fear, can harm individuals' lives (Sincer & Baskan, 2017). Fear, in particular, is a potent emotion commonly experienced in various social and professional contexts, often permeating the landscape of business environments (Appelbaum et al., 1998). In business settings, employees frequently contend with fear stemming from diverse sources, leading to a pervasive culture of fear within organizations.

Factors such as job insecurity, performance pressure, managerial intimidation, and workplace conflict can contribute to generating fear among employees (Sincer & Baskan, 2017). Fear is the emotional reaction of individuals towards developments perceived as threats (Kiewitz et al., 2016). In organizations, employees experience fear for different reasons, such as managers, coworkers, or changes. Due to the dominance of the culture of fear in some organizations, the fear state of the employees is continuous. When employees feel and experience fear intensely, it can cause negative consequences (Dahm & Greenbaum, 2019). Employees who experience fear feel weak and fragile and experience a loss of motivation (Keegan, 2015). Employees' well-being weakens, and they think of job insecurity (Goussinsky, 2011). Dorado and Solarte (2016) state that when employees experience fear, their creativity, collaboration, commitment, and performance decrease. Due to fear, employees may lose their self-confidence (Hasan et al., 2021). Consequently, fear-induced behaviors, such as avoidance, compliance, and self-censorship, may become prevalent within the organizational culture, detrimentally impacting employee morale, productivity, and overall organizational effectiveness. Grasping the origins and expressions of fear in the workplace is not just a matter of interest but a necessity for organizations aiming to nurture a positive and supportive work environment. By tackling the underlying causes of fear and introducing measures to enhance psychological safety, transparency, and trust, businesses can alleviate the detrimental effects of fear and foster an environment that promotes employee well-being, engagement, and success. It is seen that employees face different negative consequences as a result of experiencing fear. One of the areas where these negativities occur is hotel businesses.

Since the service's production and consumption occur simultaneously in hotel businesses, the employees must fulfill their duties with the slightest error. Service errors can reduce customer satisfaction and negatively affect the service quality of the hotel business. Being aware of these negativities, the hotel management raises the expectations from the employees to the highest level and increases the pressure (Ballı & Çakıcı, 2019). As a result of the managers increasing the pressure on the employees to complete the service process without errors, the employees move away from the comfortable working environment. With increasing pressure and inspections becoming commonplace, a culture of fear occurs in the organization (Orhun & Meriç, 2019). It is known that the culture of fear in hotel businesses has negative effects. Dalgıç (2019) states that the culture of fear in hotel businesses negatively affects the creativity and cooperation of employees. Yaşar (2022) states that the fear of managers in hotel businesses supports the formation of a culture of fear and that this fear perception differs according to the personality traits of the employees.

Despite the importance of the fear experienced by employees in hotel businesses, it is apparent that not enough research has been conducted (Dalgıç, 2019; Yaşar, 2022). It's noteworthy that there has been no determination of the causes and consequences of the fear culture in hotel businesses and the emotional experiences of employees in this process. This research aims to explain the causes and consequences of fear culture in hotel businesses from the employees' perspective. This research intends to draw attention to the significance of the culture of fear in the tourism industry, especially in hotel businesses. It is also considered original because it offers a different perspective on the related literature.

2. CONCEPTUAL FRAMEWORK

2.1. Fear in Employees

Fear is basically an emotional state that includes feelings of anxiety and threat (Ashkanasy & Nicholson, 2003). It is a mechanism that enables an individual to survive mentally against an unexpected situation or event (Furedi, 2014). High-intensity emotional arousal in response to threat perception explains fear (Thongsukmag, 2003). Fear occurs when employees evaluate themselves in a dangerous situation or perceive the presence of threats against them (Cure, 2009). Employees experience fear as an emotional reaction to events or situations that have strong negative consequences for them in the future (Jordan et al., 2020). Threat perception is the basis for employees to feel fear. In the business environment, different reasons can be perceived as threats by employees.

Fear in business context can stem from various sources, with managerial behavior playing a central role. Authoritarian management styles, instances of exclusion, punishment, and threats contribute significantly to fostering a culture of fear among employees (Thongsukmag, 2003). Employees often experience fear related to making

mistakes, facing dismissal, encountering failure, and dealing with uncertainty about their job security, which inhibits their willingness to take risks (Appelbaum et al., 1998). Furthermore, employees may fear not receiving fair compensation for their work, facing criticism or humiliation from managers, or experiencing job loss (Gibaldi & Cusack, 2019). Concerns about unemployment, organizational changes, loss of status or power, and missed opportunities for advancement can also contribute to employees' feelings of fear and insecurity within the workplace (Pelletier & Bligh, 2008; Lebel, 2013). Additionally, fear can arise from experiences of workplace bullying, unfair treatment in terms of salaries and promotions, and the potential repercussions of being involved in legal processes such as lawsuits (Yaşar, 2022). These various factors collectively contribute to creating a pervasive atmosphere of fear within business organizations, significantly impacting employee morale, motivation, and overall well-being.

Business organizations where employees experience a pervasive culture of fear often exhibit distinct characteristics that contribute to this environment. One such characteristic is the belief that employees need to be pressured into performing their duties, indicating a lack of trust in their intrinsic motivation. In such environments, employee participation in decision-making processes is limited, with managerial decisions taking precedence over employee input. This hierarchical structure prioritizes the organization's interests above all else and discourages dissent or objection from employees (Kaşmer, 2009). Furthermore, businesses fostering a culture of fear tend to rely on control and coercion tactics to manage their workforce effectively (Yaşar, 2022). Employees may feel disempowered and unaware of their rights, with authority concentrated in the hands of a select few individuals within the organization (Kavak, 2015). The absence of mechanisms for employees to voice their opinions or concerns further reinforces this culture of fear and contributes to a climate of intimidation and compliance. In times of crisis, employees may feel compelled to remain silent rather than offer suggestions, fearing reprisal or retaliation (Kaşmer, 2009).

Fear affects decisions and behaviors. It is necessary to examine fear to explain and understand the behavior of employees in the business (Aleassa, 2023). When they start to feel fear, employees either fight with fear or run away from it (Eren, 2005). Yaşar (2022) explains that non-acceptance comes first in employees' reactions when they feel fear. Some employees accept and abstain from the fear situation. Employees may prefer to remain silent due to the fear they feel from different sources in the business environment (Maqbool et al., 2019) because the psychology created by fear causes employees to see silence as a savior (Shojaie et al., 2011). Employees who prefer to remain silent think that they will thus avoid punishment or attention (Çakır et al., 2021). Silence is preferred, especially in situations of fear arising from management or that will result in unemployment (Çakıcı, 2008). Employees subjected to pressure from their managers tend not to oppose their managers. If they go against their managers, they may lose their rights within the organization and experience misunderstanding (Selem et al., 2023).

3. METHODOLOGY

There is limited research on the effects of fear culture on employees in hotel businesses (Dalgıç, 2019; Yaşar, 2022). To the best of our knowledge, there is no research evaluating why employees feel fear in hotel businesses, how they feel as a result of fear, and how they overcome fear. With this research, it is aimed to fill this literature gap. This research comprehensively addresses the effects of fear in hotel businesses from the employees' perspective. Since it is necessary to obtain comprehensive information about the effects of fear from the employees' perspective, a qualitative research method was adopted in this study. With the qualitative research method, the thoughts and feelings of individuals about any subject or situation are comprehensively revealed (Creswell, 2013).

In this research, the semi-structured interview technique, a qualitative data collection method, was utilized to reveal the effects of fear on employees. The semi-structured interview technique starts with questions prepared by the researchers and continues according to the answers obtained (Brinkmann, 2014). In this context, an interview form was created. The interview form includes four demographic questions and four questions to learn the effects of fear on employees. These questions, created to learn the effects of fear on employees, were inspired by Yaşar (2022) study. The questions in the interview form are as follows;

1. What did you fear in the business during your employment? Can you explain?
2. How did you feel when you felt fear in the enterprise? How was your emotional state? Can you explain?
3. When you felt fear in the business, did you respond to it? If not, why not? Can you explain?
4. How was your perspective on your job and the business shaped after you felt fear? Can you explain?

Purposive sampling was used in the study. In purposive sampling, it is essential to include participants in line with certain criteria in accordance with the purpose of the research (Bernard, 2017). In this study, there are some criteria for selecting the participants. The participants included in the research are individuals actively working in hotel businesses. Individuals who previously worked in the hotel business but are not currently working were not included in the study. Within the scope of these criteria, interviews were conducted with 15 employees. In qualitative

research method, there is no need to increase the number of participants when the interviews continue within a certain repetition and the researcher is convinced that they have reached sufficient data saturation (Miles & Huberman, 1994). Marshall (1996) emphasizes that the interviews should be ended when the participants' responses become repetitive. Creswell (2013) explains that 5-25 participants are sufficient in interviews. Within the scope of this information, the interviews were completed with 15 participants. Approval was obtained from Isparta University of Applied Sciences Scientific Research and Publication Ethics Board with the decision dated 10.02.2023 and numbered 03 for the realization of the research.

The interviews were conducted between October 20, 2023, and November 20, 2023, at mutually agreed-upon times between the participants and the researcher. On average, each interview lasted approximately 23 minutes. Before commencing the interviews, participants were provided information about the research topic, and their voluntary participation was sought. All participants consented to be recorded during the interviews. Following the completion of the interviews, the recordings were transcribed verbatim. The audio recordings and the transcriptions underwent a thorough review process to ensure the accuracy and consistency of the data. This included cross-checking the tapes and transcripts for any discrepancies or errors.

The data analysis was conducted using thematic analysis following the framework outlined by Braun and Clarke (2006). This method involves several stages, including becoming familiar with the data, determining initial codes to describe the content, identifying recurring themes, refining and organizing the themes, defining and naming the themes, completing the analysis, and preparing the report. To ensure the accuracy of the analysis, two academics familiar with the research methodology independently reviewed the themes and codes, thus enhancing reliability and validity.

Demographic characteristics of the participants are shown in Table 1. Nine of the participants were male, and six were female. There were participants from three different departments. The age range of the participants varies between 28-45 years. The education level of the participants is between high school and master's degree. The duration of the participants' experience is between 6 and 20 years.

Table 1: Demographic Characteristics of the Participants

Participant	Gender	Age	Education	Experience	Department
P1	Male	36	Undergraduate	12 Years	F&B
P2	Male	35	Associate Degree	15 Years	F&B
P3	Female	36	Undergraduate	12 Years	F&B
P4	Female	45	Master's Degree	20 Years	Front Office
P5	Male	42	Associate Degree	20 Years	Front Office
P6	Male	32	Master's Degree	7 Years	F&B
P7	Female	33	High School	16 Years	Front Office
P8	Male	40	High School	20 Years	F&B
P9	Male	39	Undergraduate	12 Years	Front Office
P10	Female	30	Undergraduate	6 Years	Housekeeping
P11	Male	37	High School	17 Years	Housekeeping
P12	Female	32	Undergraduate	8 Years	F&B
P13	Female	29	Associate Degree	6 Years	Front Office
P14	Male	28	Associate Degree	6 Years	F&B
P15	Male	33	Master's Degree	10 Years	Front Office

4. ANALYSIS AND FINDINGS

Upon analyzing the responses from participants, four main themes emerged: fears experienced in hotel businesses, emotional state after fear, response to fear, and perspective on the business after fear. The main theme of fears experienced in hotel businesses encompasses the various fears encountered by participants in their work environments. Table 2 outlines the sub-themes associated with this main theme.

Table 2: Fears Experienced in Hotel Businesses

Main Theme	Sub Themes	Participants
Fears Experienced in Hotel Businesses	Fear of change	P1
	Fear of not getting promotion	P2, P5
	Manager pressure	P3, P4, P10, P15
	Mobbing	P7
	Not being included in the winter staff	P6, P8
	Not receiving regular salary	P9
	Fear of making mistakes	P11, P14
	Gender discrimination	P12, P13

Participants expressed the fears they experienced in hotel businesses during their working processes. P1 stated that he experienced fear of change and was worried about being unemployed due to this change. P1 said, *"I started working in an important position. It had an established staff. There had been a few changes before. Honestly, I was afraid of being a part of that change."* P2 and P5 expressed their fear of not being promoted. So much so that they say they could not get promoted in this process and were replaced by less qualified employees. P2 said, *"I experienced something like this. I would be promoted to a higher position, and another friend was with me. I developed professionally and worked in my current position for many years. During the promotion process, I felt mobbed and pressured. It was obvious that they wanted to promote the other friend, and that is what happened in the end."* In addition to the fear of not being promoted, both P2 and P5 also experienced mobbing.

P3, P4, P10 and P15 stated that they experienced fear due to pressure from managers. Participants stated that managers were not satisfied with the work done and constantly interfered in the work done. P3 said, *"We had a very grumpy manager. I mean, no matter what we did, he would not be satisfied. His character was such a grumpy person that when we saw him, we would look for a place to run away. Even the simplest tasks we always did would be complicated when he was present. His presence was enough to demotivate us. I always felt pressure in his presence"*. P7 stated that she was subjected to mobbing and that she felt fear because of this. P7 stated, *"I had just started at the business in a good position. There were a few other colleagues in the same position with me, but because I had just started, I was doing many things. I was the one who worked more and was oppressed. Being exposed to this situation scared me for the future."*

P6 and P8 voiced anxieties about not being included in the winter staff, a common fear among tourism sector employees. The cyclical nature of hotel businesses, with staff levels fluctuating based on seasonality, breeds this fear. P8 further elaborated, highlighting the personal ramifications of not securing winter employment. P8 shared, *"My biggest reservation and fear was being unable to stay on winter staff. Because if I don't work in the winter, I have to go home, which would be a difficult situation at home after graduating from university. I just didn't want to experience that."*

P9 explained that he was afraid of not receiving his salary regularly and that this happened to him. P9 said, *"We always had problems with salaries in a business. They did not pay salaries properly, and we had a lot of trouble. I could never make a proper financial planning."* P11 and P14 stated that they were afraid of making mistakes. They experienced fear of embarrassment by making a mistake. P14 said, *"I was assigned to a different place from where I have always worked. I would serve important people, and this service would last a season. It was a job that did not tolerate mistakes. The tension of it wore me out. The people I was dealing with were not ordinary; they had many responsibilities, so it was not the job I wanted. I was agitated during that job. The fear of making a mistake was at its peak."*

P12 and P13 stated that they experienced gender discrimination because they were women. As a result of gender discrimination, they were exposed to problems such as mobbing and not being promoted. P13 said, *"I think I was exposed to certain things because of my gender. The most important one is mobbing. In other words, they caused problems in promotion with the idea that you would not continue in the sector as a woman anyway."* P12 shared, *"There were certain situations such as blocking me because I am a woman. In other words, once during a promotion, because I was a woman, it was not given to me, but to someone who was in the same position as me but who had just come to that position."*

The main theme of the emotional state after fear aims to understand how employees feel during and after experiencing fear in the workplace. This theme encompasses various sub-themes that shed light on the psychological impact of fear on individuals. Table 2 outlines the sub-themes associated with this main theme.

Table 3: Emotional State After Fear

Main Theme	Sub-Themes	Participants
Emotional State After Fear	Stressful	P1, P3, P6, P9, P14
	Unmotivated	P2, P4, P5
	Nervous	P11, P13, P15
	Motivated	P8, P10
	Disappointment	P12
	Regret	P7

P1, P3, P6, P9, and P14 stated they were emotionally stressed after the fear. The participants indicated that they experienced more stress due to fear and tried to do their jobs in a panicked manner. Regardless of the source of fear, it is seen that employees are stressed after fear. P1 stated, *"I can say that being unable to manage this fear causes stress. It is also necessary to cope with it."* P14 said, *"In general, there were feelings like stress. I think these are natural things, but sometimes they were too much, and it was difficult to cope."* P2, P4, and P5 stated that they experienced

loss of motivation after fear and felt unmotivated. P2 said, "First of all, there is a lack of motivation; you get the feeling that whatever I do will not work." P5 said, "In general, it causes me to lose motivation. I don't do my job with the same enthusiasm as before because I know nothing will happen. I can say that I have become aimless."

P11, P13, and P15 expressed feeling tense after experiencing fear. They attributed this tension to the increased pressure they felt, as they were constantly under scrutiny. P11 remarked, "There was a pervasive sense of tension. It always felt like we were on the edge." P12 conveyed a feeling of disappointment, stating, "There was a general sense of disappointment." Similarly, P7 mentioned experiencing regret after the fear, noting, "There were other job offers available. When faced with such issues, I felt a lot of regret." In contrast, P8 and P10, unlike others, felt motivated after experiencing fear because they felt they had something to prove. P10 explained, "It didn't have a negative impact on me because I'm confident in myself and my abilities. I could say this situation actually fueled my motivation further."

The main theme of response to fear examines whether employees responded to fear or not. Table 4 presents the sub-themes and additional details regarding this main theme.

Table 4: Response Fear

Main Theme	Sub Themes	Participants
Response to Fear	Not accepting fear	P2, P4, P5, P6, P9, P12, P13
	Accepting the fear	P1, P3, P7, P8, P10, P11, P14, P15

Participants exhibit different attitudes towards accepting and not accepting fear after feeling fear. Some employees do not accept this situation after feeling fear, regardless of the source of fear. Employees may show non-acceptance behavior to claim their rights and prove that they are right. P5 stated, "I expressed this often, but it did not help. They told me that I should wait for time." P6 said, "When I learned about this situation, I talked to the necessary managers. I reminded them about myself, my job, and my position. I made a noise and told them that I would not continue in the organization in case of such a situation." Some employees show fear-acceptance behavior after feeling fear. They think that nothing will change, even if they object to the source of fear. For this reason, employees exhibit fear-acceptance behavior. P3 stated, "I couldn't make much noise because I didn't think our manager who caused this situation would understand. If I knew that he would understand, I probably would have made my voice louder, but I didn't think it would be like that, and I kept silent in general." P15 said, "He was not someone who would listen to us and take us into consideration, so we would not say much."

The main theme of the perspective towards the business after the fear determines whether there is a change in the perspective of the employees towards the business after the fear. The sub-themes and other information on the main theme of the perspective towards the business after fear are shown in Table 5.

Table 5: The Perspective Towards the Business After Fear

Main Theme	Sub Themes	Participant
The Perspective Towards the Business After Fear	Perspective towards business has become negative	P1, P2, P4, P5, P6, P7, P9, P10, P12, P13
	Perspective towards business has not changed	P3, P8, P11, P14, P15

Most participants (10 participants) stated that their perspective towards the business became negative after the fear. Participants who stated that their performance and belonging decreased after the fear emphasized that their perspective towards the business has become negative. P2 noted that he could not get the reward for his labor and lost his sense of belonging to the business. P2 said, "I lost my sense of belonging to the business. I never thought that I would be rewarded for my labor in that business after that hour." Similarly, P9 shares the same opinion. P9 said, "The heart connection with the enterprise had disappeared. I mean, think about it: you work day and night, you make money, but your salary is not paid on time and in full."

Participants whose perspective towards the business did not change after the fear state that the anger they have due to fear is towards people or themselves. For example, if the manager in the business causes fear, a negative attitude is shown towards the manager, not the business. P3 said, "My perspective towards the business has not changed much, but I felt anger and anger towards those who caused this situation." P15 stated, "I was happy at the business, but when there was a problem with the boss, I thought about changing jobs."

CONCLUSION

One of the issues individuals face in social and business life today is fear culture. Individuals are exposed to a culture of fear, especially when working in businesses. One of these businesses is hotel businesses (Dalgıç, 2019). The focus of this research is on the causes and consequences of fear experienced by employees in hotel businesses. The

employees were interviewed to determine their fears and what they experienced after they experienced them. After the interviews, four main themes were identified. The first main theme is the fears experienced by employees in hotel businesses.

Hotel business employees experience various fears, including fear of change, not being promoted, managerial pressure, mobbing, not being included in the winter staff, irregular salary payments, making mistakes, and gender discrimination. The fear of change stems from concerns about potential unemployment or difficulties adapting to changes in business operations. Kozak and Genç (2014) also echo similar sentiments, noting that uncertainty surrounding changes and fear of negative repercussions contribute to employees' anxiety in hotel businesses. Örüçü and Kambur (2019) suggest that the fear of failure significantly influences employees' resistance to change, as they worry about the consequences of potential failure, including job loss. Additionally, employees fear making mistakes in public and facing ridicule, leading to psychological tension and self-imposed pressure (Nergiz, 2015). Fears about promotion and irregular salary payments align with Yaşar's (2022) research findings.

Yaşar (2022) notes that hotel business employees experience fears about not being promoted and being unfairly compensated. Another source of employee fear is managerial pressure, as managers often exert pressure to ensure tasks are completed promptly and to enhance customer satisfaction. This pressure creates a sense of fear among employees, as they feel unsatisfied with their work environment. Akgündüz (2014) suggests that fear of managers negatively impacts employee behavior. Moreover, the lack of support from managers exacerbates employees' fear and increases stress levels (Aydın, 2004). Concerns about not being hired for winter staff positions stem from the seasonal nature of the tourism sector, with hotels reducing staff during off-peak months. Consequently, employees fear exclusion from winter staff rotations. Mobbing, characterized by discriminatory practices such as overloading certain employees with excessive workloads and mistreating them, is another significant source of fear in hotel businesses (Güven & Dönmez, 2023). Additionally, gender discrimination poses a substantial fear for female employees in the tourism sector, as highlighted by Zengin (2022), who identifies gender-related obstacles faced by female employees.

The second main theme, the emotional state after experiencing fear, explores how employees feel following such experiences. The research findings indicate that employees commonly feel stressed, demotivated, nervous, disappointed, and regretful after encountering fear. Employees often perceive themselves as mistreated after experiencing fear, particularly in situations involving unjustified fear, such as managerial pressure and mobbing, which exacerbate their stress levels. Elevated stress levels contribute to feelings of frustration and tension among employees. Additionally, employees experience a decline in motivation, leading to a failure to fulfill their duties effectively. Consequently, the performance of hotel employees deteriorates, exacerbating existing challenges. For instance, Dalgıç (2019) notes that exposure to fear in hotel businesses leads to decreased employee creativity and collaboration.

The third main theme, responding to fear, elucidates how employees navigate the fears they encounter. Our findings, which align with the observations made by Yaşar (2022), reveal that many employees refuse to accept fear-inducing situations. When confronted with fear, these employees assert their rights by resisting acceptance. On the other hand, some employees take the fear, refraining from objecting and passively waiting for the situation to resolve itself.

In the fourth main theme, employees' perspectives toward the business after experiencing fear, it becomes evident that employees develop a negative outlook toward the business following such experiences. They tend to attribute responsibility for their fears to the business, leading to a significant decrease in their loyalty and a notable increase in their intention to leave the organization. This finding echoes Kaşmer's (2009) assertion that employees subjected to fear gradually disengage from the business and begin prioritizing their own interests.

When the research results are evaluated in general, it is determined that the types of fear experienced by the employees in hotel businesses vary considerably. Employees are generally dragged into a negative emotional state after fear. Employees in a negative emotional state exit from businesses, and their commitment decreases. Because the employees are aware that there will be no change even if they do not accept the fear and oppose the business or their managers. Some suggestions can be presented within the scope of the research results. First, the factors that employees will fear in terms of material or moral aspects should be reduced in hotel businesses. Employees should feel that they are valuable by exhibiting positive approaches. Secondly, the employees' opinions should be considered by giving importance to their thoughts in specific periods. In this way, it can be conveyed that the employees are valuable to the business and that their opinions are valued. Thirdly, psychological support should be created against possible negativities that the employees may experience. Employees should be prevented from feeling lonely in the business.

This research has some limitations. The main limitation of the research is that the data were obtained by interviewing only hotel business employees. In future research, data can also be collected from employees of businesses such as travel agencies and restaurants. Thus, a comparison can be made between businesses regarding the

culture of fear in the tourism sector. In addition, it is recommended that research be planned and conducted using qualitative and quantitative methods.

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Researchers' Contribution Rate

The authors contributed equally to the study.

Conflict of Interest

There is no potential conflict of interest in this study.